

SUPERGRADE PRESENTATION CEREMONY  
16 February 1979

This is indeed a happy occasion. An occasion when we can recognize not just sterling performance in the past but tremendous potential and capability of some of our finest people for the future. Every promotion is a significant one but there is really something especially significant about promotions to and in the supergrade category.

To those of you moving to GS-17 and 18 my particular congratulations because you have clearly proved yourselves. You have lived up to our expectations. Our confidence in you and entering you into the supergrades has clearly been rewarded and carried out. You, at 17 and 18, are at the apex. Your opportunities to contribute are very, very great.

To those of you who are joining today as GS-16s into the supergrade my particular congratulations on a great and important step forward. We are depending upon you to continue the superlative performance that has brought you to where you are. It opens the door for you for much greater contribution, much greater opportunity to serve our Agency or our Community. Most of all in my view it requires that you assume a new breadth of outlook, a new sense of responsibility as representing not an office, not a directorate, but an Agency; or not a branch of the Community, but the whole Community. From now on the public and all of us inside the Intelligence Community look upon you, the supergrades, as truly the leaders and the representatives of what the Agency and what the Community stands for.

For all of you the challenges, the opportunities today are greater than ever. Look around us at the demands and requirements that are on us this very afternoon. We're being asked to play an increasingly important role in our country's new relations with the Republic of China. The opportunities for intelligence, the opportunities for understanding and interpretation that will benefit our policymakers is very great. And yet, at this very moment, we're watching and reporting on the tense situation in Cambodia and Vietnam and China. On the otherside of the world almost I hardly have to remind this audience that we're watching hourly at the difficult situation in Iran, contributing immensely there and also throughout the Middle East in support of the Camp David accord which go forward again next week. And so elsewhere all around the world the requirements that I feel upon us today and the thirst of the policymakers above us to have our product is as great or greater than ever.

As I said on public television several weeks ago, we're the best intelligence organization in the world but we're still trying harder. We're trying harder because the challenges are greater today in many, many ways. And speaking of the challenges I'd like to address a few words to the GS-14s and 15s and so on who are here also, because I hope many of you will be called to this platform before long. And the challenges that lie ahead of us are ones that are going to require the leadership of people who are now not in the supergrades and people who are going to be selected for them because they are imaginative and adaptive to the changes and the challenges that we as an Agency, and we as a Community are going to face.

One of those challenges is with us all the time but it's new--and that's the challenge of oversight. Oversight from the President, the National Security Council, Intelligence Oversight Board within the Executive Branch and, of course, from the Legislative side the two oversight committees of the Congress. As new as this is, relatively speaking, to all of us, it's here to stay and it requires a new attitude, a new approach when we are held as publicly, as fully accountable as we are. It's not going to go away. We don't want it to go away. Its form, its shape, its degree, its type of questioning, its amount of disclosure will be adjusted as time goes on. But it is a part of the intelligence way of life of this country and we must have new leaders who understand and can adapt to new accountability.

Similarly we have challenges of much greater public scrutiny today. We have publicity that we seek and we have publicity we don't seek. Again, this is not going to go away either and it isn't all bad, even the unwanted publicity. When we are challenged that we've had an intelligence failure in Iran and its grossly distorted in the press, it hurts you and me. On the other hand, out of it we see also coming and can be grateful for a recognition by the country that they want good intelligence, that they understand its importance and out of that we derive support. Again, it is not easy for any of us in organizations that must have a large core of secrecy to adapt to a greater public posture, a greater public scrutiny. But we have to do it and we must have leaders who will and can interpret the Intelligence Community to the country.

We are facing challenges in our personnel management. The youth, the younger people coming in have different mores and attitudes today than they did when those of us in the supergrade category joined our organizations. We have to gear our personnel procedures for the long haul, for attracting into and ensuring we retain the same high caliber of people that we have been blessed with for these past 30 odd years. And it takes a change in our leadership procedures and we must have leaders in the future who really understand leadership. Leadership down, looking after your subordinates, ensuring they are well informed, ensuring they understand their career opportunities, ensuring that they are shielded from the rumors, the reports that disturb people. And yet, leadership up ensuring that those rumors and reports that disturb the people down below are forcefully brought forward to those up above. Overall, we're looking for new qualities of leadership that are going to be required to carry us forward into the rest of this century.

We are facing challenges in how we collect intelligence today. We are facing burgeoning capabilities on the technical side that inundate us almost with quantities of data and yet do not, in any way, slacken the need for the traditional human intelligence input of which this Agency has been the supreme deliverer for our country. And yet what we face is a understanding that there must be a close integration of the technical in its several aspects and the human to be sure that we are really working as one team overall.

And, similarly, we face challenges on the analytic side where the disciplines we must cover are broader, the areas of the world we must

cover are more extensive than ever before. And it doesn't do any good today to have a good economic analysis of any given situation if you can't meld to it the political and even the military implications. And here in bringing together collection and analysis into true teamwork efforts, not the efforts of an individual office or directorate, but the efforts of the entire Agency and the entire Community tremendous responsibilities levied upon the supergrade category. Because it is here that we must find the leaders who will rise above the limited horizons and outlooks and be those who integrate and tie together in a teamwork effort all of the collection, all of the analysis.

And finally let me say that we can never forget the one overriding requirement that we will need in our people and our leaders of the future and that is true professionalism. That is what has made us great and that's what you must inculcate in the people coming up. They must have the qualities, the skills be they analytic, collecting, managing or whatever, and they must have them in abundance and with great professionalism.

Again I congratulate each of you. I give you my best wishes for the future and tell you I'm going to count on you more even than in the past.

SUPERGRADE PROMOTIONS

16 February 1979

*Every promotion significant -  
These to 16-18 special*

- Congratulate all being promoted today

- Promotees to 17 & 18

- Lived up to expectations

- proud of what you've done

*confidence*  
- shown capability to assume greater responsibility

- now moving into top slots

- Welcome to new 16s

*at great - off contrib great -*

- great step

- depending on you to continue superlative performance  
that got you here

- opens door for greater demand and challenges/truly Agency  
perspective--role--that role being called on more/more

- Since last promotions

- new horizons opening--new problems, e.g.,

- \* China
- \* Iran/Middle East
- \* Southeast Asia

- pressures on Agency greater than ever before

- as said on "Issues and Answers": we're the best intelligence  
organization in world but will still try harder.

- To 16s in audience

- hope they will be on this stage in near future

- big challenges ahead for Agency are challenges for you--  
leadership Agency must go into hands that are imaginative  
and adaptive

*Most all requires*

*Take*

*transend of the direct - people in/out*

*what is/are*

*credited to*

*As/Am*

*second -  
my m2 Super  
tmd*

*so works as 14s*

*Comm*

1) Oversight

2) Public scrutiny

Neither easy--secret agency

Especially after 13 decades relatively little oversight/exposure

3) Personnel management--

Adapt mores

Great long haul

Collection--

Burgeoning costly tech

Human--integrate

5) Analy--

Loss of all--professionalism

Value

exercise leadership down  
loyalty - informed - shielding  
And up -

Integrate - supergrades

Shall be in  
Public in  
7 ones

- Congratulations to all of you being promoted today

- My best wishes and encouragement to those of you who will be working to be on this platform the next time.

SUPERGRADE PROMOTIONS

16 February 1979

- Congratulate all being promoted today
- Promotees to 17 & 18
  - lived up to expectations
  - proud of what you've done
  - shown capability to assume greater responsibility
  - now moving into top slots
- Welcome to new 16s
  - great step
  - depending on you to continue superlative performance that got you here
  - opens door for greater demand and challenges/truly Agency perspective--role--that role being called on more/more
- Since last promotions
  - new horizons opening--new problems, e.g.,
    - China
    - Iran/Middle East
    - Southeast Asia
  - pressures on Agency greater than ever before
  - as said on "Issues and Answers": we're the best intelligence organization in world but will still try harder.
- To 15s in audience
  - hope they will be on this stage in near future
  - big challenges ahead for Agency are challenges for you-- leadership Agency must go into hands that are imaginative and adaptive



- New era - Oversight

Public scrutiny

Neither easy--secret agency

Especially after 13 decades relatively little  
oversight/exposure

Personnel management--

Adapt mores

Gear long haul

Collection--

Burgeoning costly tech

Human--integrate

Analy--

- Most of all--professionalism

- Congratulations to all of you being promoted today

- My best wishes and encouragement to those of you who will be  
working to be on this platform the next time.

1	BASF—THE INVENTOR OF AUDIO TAPE
	<i>SUPERGRADE PRESENTATION CEREMONY</i>
	<i>FEBRUARY 16, 1979</i>
	<i>R.I. TURNER</i>
2	